



Response to RFI for

Future Use of Waterbury State Office Complex

Submitted By:

Redstone/DEW Partners, LLC

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November 10, 2011

Deborah Damore  
Department of Buildings and General Services  
BGS Financial Operations  
Office of Purchasing & Contracting  
10 Baldwin St.  
Montpelier, VT 05633

RE: Future use of the Waterbury State Office Complex

Dear Ms. Damore,

Redstone/DEW Partners is excited about the potential of assisting the State of Vermont with its most complex undertaking in recent history. Our team brings together the required expertise to enable the State of Vermont to make informed, well thought out decisions, while coordinating the process and managing the bottom line for this entire undertaking.

**We firmly believe that the State needs a true partner with a stake in the game, not just a group of consultants with no risk in the final outcome.**

The Redstone/DEW Partners is currently working together on projects totaling over \$60 million in construction. We collectively understand that a project of this nature will require a transparent and open communication process that is subject to 100% public scrutiny.

We are prepared to accept that challenge and stand ready to take the next step and respond to your RFP. Please let us know if you have any questions or require additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Donald Wells".

Donald Wells  
DEW Construction Corp.

A handwritten signature in black ink, appearing to read "Larry Williams".

Larry Williams  
Redstone

**A. Proposed Organization:**

Redstone/DEW Partners is a partnership between the principals of Redstone Commercial Group and DEW Construction Corp. The principals of both firms are highly experienced real estate and construction professionals. The partnership was formed to take advantage of the unique capabilities of the team members to assist the State of Vermont in its efforts to determine a future use for the Waterbury State Office Complex. We would act as your Program Manager to assist in planning the re-use of the Waterbury Complex.

**B. Experience:**

Redstone Commercial Group was founded in 1992 by University of Vermont graduates Larry Williams (BS '82) and Doug Nedde (BS '85). As the principals of the Company, Larry and Doug have over 50 years of combined real estate experience. Their business activities are based primarily in Vermont, a market whose demographics, economic conditions, development trends and regulatory environment are most familiar to them. In-depth knowledge of this market area enables them to develop, broker, manage and service properties with the highest potential for success.

Over the last 5 years, Redstone has been involved in real estate development and acquisitions totaling nearly \$80 Million of value with over 800,000 square feet of total building area. Projects have ranged from development of multi-family housing, to re-use of aging industrial properties, to historic rehabilitation of architecturally significant buildings. Redstone's development ventures have involved all sectors of real estate including residential, office, retail, industrial, warehouse, health care, and recreation. Our projects and company have won numerous awards and accolades including:

- 2009 Smart Growth Award from Smart Growth Vermont for the first two phases of the BankNorth Block Re-development in downtown Burlington including The Hinds Lofts and King Street Housing projects
- 2007 Chittenden County Historical Society Award for the historic rehabilitation of the Shelburne Inn
- 2007 Smart Growth Award from Smart Growth Vermont for the creative infill Marble Works Residences project in Middlebury
- LEED Certification for repositioning the former Specialty Filaments building at Pine & Howard Streets in Burlington, now home to Lake Champlain Chocolates and Dealer.com

- 2004 Business of the Year (Under 20 Employees), awarded by the Lake Champlain Regional Chamber of Commerce
- 2002 Historic Preservation Award, 2003 Preservation Trust of VT Award, 2003 Chittenden County Historical Society Award, and 2008 Architectural Excellence Award from the Burlington Business Association for the historic rehabilitation of The Hall Block at 210 College Street in Burlington

Redstone employs the same processes and techniques in our own development projects that we utilize to deliver effective services for our clients and development partners. Our goal is to add significant value to the process through all phase of development including project conception, design and engineering, permitting, construction, marketing, operation and management. Information sheets on recent Redstone projects are attached.

DEW Construction Corporation has established its prominence for a diverse portfolio of successful projects and repeat customers throughout Vermont. DEW has managed many of the state's most well-known projects including the Redstone Lofts at UVM, Jay Peak, and Jeffords Hall at UVM. (See Sample Projects attached.) With a staff of 125 and annual sales in the \$140 million range, DEW is one of Northern New England's largest general contractors. It is our philosophy to hire people who are dedicated to providing the finest construction and management services in the marketplace.

DEW offers a full range of preconstruction and construction services. In addition to the standard preconstruction services of accurate and reliable budget development, feasibility and constructability analysis, and consultant management, DEW offers in house Building Information Modeling (BIM) services. Construction services include General Contracting, Construction Management, and Design/Build.

DEW is unique in the construction industry offering development and real estate management services. Their ability to wear "both hats" enables a deeper contribution and appreciation of the creative process needed to assist the State of Vermont in developing a master plan for the Waterbury Complex.

We take great pride in working with owners to achieve their environmental and sustainable goals. DEW's "green building" experience includes high performance building envelopes and systems, living machines, solar and geothermal systems, green roof systems, indoor air quality, Brownfield re-development and award-winning waste materials management.

### **Other Team Members:**

Redstone/DEW Partners have existing relationships with a variety of real estate professionals including land planners, architects, engineers, energy consultants and others. The Partners intend to assemble an experienced team to assist in its efforts to plan redevelopment of the property in a manner that is most likely to ensure success.

Redstone/DEW Partners will identify our entire team after developing a clear understanding of the scope of the project and in response to the RFP.

### **1. Re-Use Plan:**

Redstone/DEW Partners believes that the Waterbury State Office Complex remains a significant asset for the State of Vermont and is pivotal to the economic impact 1,500 employees bring to the Town of Waterbury. The complex should be redeveloped with a focus on re-use of important historic buildings and new construction while managing the risk of property damage from future flood events. In addition, Redstone/DEW Partners will assist in the evaluation of alternate sites for the relocation of various components of the required program including the State Hospital and the Agency of Human Services.

Redstone/DEW envisions undertaking a Master Redevelopment Planning process that establishes an innovative re-use plan for the property. The Redstone/DEW proposal assumes that the successful redevelopment of the Waterbury Site will include some level of commitment from the State to retain state offices on the property. This process involves assessing buildings that may require being raised and possibly the consolidation of departments that could be moved to the new building constructed on site.

The Master Planning Process would begin with the development team undertaking a preliminary assessment of the entire property and thereafter conducting a "charrette" process with key stakeholders from the State to determine which portions of the property may be appropriate for re-occupancy by the State. Additional uses for the site include a mix of commercial and office space, multi-family residential and elderly housing and other compatible uses. Master planning and redevelopment of the site should incorporate the potential for these uses as well as sustainability initiatives such as "district heat" infrastructure.

Upon completion of the Master Planning process the Redstone/DEW would seek to prepare specific proposals for redevelopment that respond to requirements of the State of Vermont and other interested parties.

**C. State Responsibilities/Requirements for Redevelopment Proposals:**

Redstone/DEW requests the following from the State of Vermont:

1. Participation in an in-depth site inspection and building analysis that result in a clear understanding of the existing infrastructure and building inventory on the site. (Potentially several days)
2. An initial efforts by the State to determine what State functions/space requirements would be considered for re-occupancy at the site including potential time frames for such occupancy.
3. A commitment to fund a Master Planning Process at a level of detail and cost to be determined.
4. A commitment from key stake holders from the State to participate in the master Planning process.
5. A clear list of Goals/Expectations from the State related to:
  - a) Components that must stay in Waterbury
  - b) Components that would relocate from Waterbury
  - c) Buildings that must remain and why
  - d) Buildings that could or should be demolished
  - e) Desired goals related to the number of jobs to remain in Waterbury of the 1,500 displaced
6. Comprehensive list including building inventory identifying departments, employee count, number of floors and mechanical systems.
7. Flood Assessment Report

**D. RFP Process:**

1. It is our belief that the RFP process may take the State in several different directions, and that information required for a team such as Redstone/DEW Partners will be very different than the A & E or other groups would require.
2. At some point after the responses to the RFP the correspondence to the individual groups should be private and not shared with all parties as this is a competition. (Much like the UVM Arena project.)

Project	Contract Value	Contract Type	Construction Type	Construction Start Date	Completion Date	Project Description
<b>Jay Peak - Hotel Jay &amp; The Pump House Indoor Waterpark</b> Jay, VT	\$82,000,000	CM	New	April-10	August-12	New 270,000 sf facility with 170 suites, a 43,000 sf indoor waterpark, conference center, spa facility and numerous restaurants and retail shops.
<b>Treetop Condominium Complex</b> Stratton, Vermont	\$42,000,000	GC	New	November-02	December-06	Three phase, 3-year development of "Adirondack" style town homes of varying size -2,000square feet, 2,250square feet, & 2,500square feet Ph I: 7 triplex buildings/21 units Ph II: 8 triplex buildings/24 units Ph III: 10 triplex buildings/30 units
<b>UVM James M. Jeffords Hall</b> Burlington, VT ( Joint Venture with The Pike Co.)	\$37,649,518	CM	New	July-08	March-10	Construction of the new three-story James M. Jeffords Hall with a penthouse for mechanical equipment and a partial basement. This 24,900 square feet (sf) building footprint has a one-story connector (2,000 sf) leading to the adjacent head house and greenhouse. The building ia a total of approximately 97,000 gross square feet (gsf) and is 58 feet in height, from the ground to the top of the penthouse. The heating and cooling will be generated at the Central Heating and Chiller Plant. Site utilities will be relocated with new utilities services to the building. The interior space will include laboratories, faculty offices, seminar, conference and classrooms. This building will be designed for LEED certification, gold level.
<b>Army Aviation Support Facility &amp; Readiness Center</b> South Burlington, Vermont	\$34,000,000	GC	New	June-05	January-07	New 133,861square foot. hemit shelter for Blackhawk helicopters; new 57,885 square foot guard house/readiness center.
<b>Dartmouth Hitchcock Heater Rd MOB</b> Lebanon, NH	\$29,000,000	CM	New	April-11	December-12	This 103,680 square foot project will provide state-of-the-art services to meet the demanding standards of today's medical profession. The building will house general practices, a sleep lab, out patient rehab, dermatology and administrative offices. The project will serve to continue Mary Hitchcock Memorial Hospital's outstanding reputation as the region's premier provider of medical services.
<b>Redstone Lofts @ UVM</b> Burlington, VT	\$25,487,126	CM	New	April-11	July-12	This is a 167,000 SF, 400 bed, multi story, multi building apartment complex on the UVM campus.The North building will be five stories and the South building will be four stories. Both buildings will contain open on grade parking underneath. The two buildings are connected by "the Lantern" which serves as a gathering place for students with a lounge, game and small exercise area.

Project	Contract Value	Contract Type	Construction Type	Construction Start Date	Completion Date	Project Description
<b>Eastview at Middlebury</b> Middlebury, VT	\$22,398,640	CM	New	November-10	June-12	The project consists of an "Inn" building approximately 85,000 sf with 37 independent living apartments, 18 assisted living apartments, 16 "special care" suites for residents with memory loss, and a range of community facilities.
<b>Jay Peak Tram Haus Lodge</b> Jay, VT	\$21,823,684	CM	New	May-08	March-10	New three-story, 83,216 square foot hotel with underground parking and retail shops.
<b>UVM Wing Davis Wilks Dorm Renovation</b> Burlington, Vermont	\$13,310,000	CM	Renovation	June-05	August-06	Phased renovation of 3 dormitories totaling over 127,000 square feet. The scope of work included roof, window, and door (interior and exterior) replacement, new plumbing, HVAC, electrical, fire sprinkler and fire alarm systems, re-configured toilet rooms, new finishes throughout, replacement of elevators, rehabilitation of student closets and three (3) apartments, voice/data/CATV wiring review, and building accessibility/ADA requirements. LEED Registered and going for LEED Silver Rating.
<b>North Country Career Center</b> Newport, Vermont	\$13,000,000	CM	Addition & Renovation	April-07	August-08	Additions and renovations to the existing Career Center and the construction of a new Land Lab building in Derby, Vermont. Renovations will include envelope, mechanical, electrical and civil upgrades.
<b>Bennington District Court/Office Building</b> Bennington, VT	\$12,619,203	GC	New	October-10	December-11	New Construction and renovation of the District Court and State Office Building. Scope of work includes major demolition, sitework, concrete, structural steel and roofing, complete interior and exterior renovations and finishes, plumbing, electrical and mechanical systems.
<b>Peerless – Derringers</b> St. Albans, Vermont	\$11,400,000	CM	Addition	May-07	February-07	82,000 square foot addition for storage and distribution facility. Contains 320,000 square feet of racking systems.
<b>Green Mountain Technology &amp; Career Center</b> Hyde Park, Vermont	\$11,122,000	CM	Addition & Renovation	March-06	May-08	Renovations to 42,000 square foot of existing space in two buildings and multiple additions totaling 30,000 square foot, housing a multi-purpose center, additional shops, instructional space and a wood chip heating facility.
<b>Castleton Project 2012</b> Castleton, VT	\$10,100,000	CM	New	January-11	June-12	Construction of new dorm and facilities barn. New dorm consists of 162 beds totalling 43,290 sf. Residential lounges, floor kitchen and balconies will overlook College's athletic fields. Facilities Barn: 5,500 square feet of office space and 7,000 square feet of unheated or partially heated space for equipment storage. The new facility would be designed as a "maintenance barn" that would mimic the look of a Vermont barn. The building(s) will be surrounded by a fenced maintenance yard.



Project	Contract Value	Contract Type	Construction Type	ConstructionStart Date	Completion Date	Project Description
<b>Essex Community Education Center Addition &amp; Renovations</b> Essex, Vermont	\$9,726,000	CM	Addition & Renovation	August-06	October-07	The project includes renovation to the existing skating rink building, including: a renovated hockey rink, new locker rooms, and a new cafeteria space. The project also includes a fit-up to unfinished space on the ground floor of the library, additional CTE classrooms and laboratories, additional multi-purpose rooms, and updated theater facilities.
<b>Weathersfield School Additions &amp; Renovations</b> Ascutney, Vermont	\$9,295,283	CM	Addition & Renovation	February-07	August-08	Renovations totaling 15,000 square feet of existing space and 39,000 square feet of new space housing gymnasium, science lab, classrooms, and related spaces, as well as a new woodchip fired boiler system.
<b>GSA - Office Building</b> Malone, NY	\$8,925,568	D/B	New	June-10	May-11	Design and construction of a new 29,000 square foot Office Building and associated site work and infrastructure located at Route 11 in Malone, NY



### REDSTONE LOFTS AT THE UNIVERSITY OF VERMONT

Davis Road  
Burlington, VT

#### On Campus Independent Student Apartments

The project consists of an apartment-style complex – a building with two wings of four and five stories, to be completed by the fall of 2012. The apartments will be owned and managed by Catamount Student Housing.

OWNER	Catamount Student Housing LLC
MANAGING PARTNER	Redstone
PROJECT VALUE	\$39M
PROJECT DATE	2011
PROJECT SIZE	403 Beds, 143 Apartments



### SHELBURNE INN RESIDENCES

Shelburne Road  
Shelburne, VT

#### Efficient Apartments in Village Setting

The Shelburne Inn Residences are the redevelopment of an old motel in Shelburne Village. Redstone converted 40 motel units and created 16 market rate 1 and 2 bedroom apartments. The project was fully leased 6 weeks prior to completion.

OWNER	Catamount / HSI / Shelburne
MANAGING PARTNER	Redstone
PROJECT VALUE	\$2M
PROJECT DATE	2010
PROJECT SIZE	32 Beds, 16 Apartments



### SAPUTO CHEESE FACTORY

10516 US Route 116

Hinesburg, VT

### Multi-tenant Food Production Facility

The 88,000 SF former Saputo facility is situated on 15.4 acres off Route 116 in Hinesburg, VT. It currently consists of 77,650 SF production/warehouse space including up to 13,000 SF of refrigerated cooler space, 6,400 SF office space, and 4,315 SF storage. Redstone plans to redevelop the facility with value added agricultural businesses and other mixed uses including housing.

OWNER	Catamount Malone / Hinesburg LLC
MANAGING PARTNER	Redstone
PROJECT VALUE	\$5M
PROJECT DATE	2010
PROJECT SIZE	90,000 SF on 15 Acres



### FORMER VERMONT PURE

2281 Route 66

Randolph, VT

### Warehouse & Office Investment

The Randolph warehouse and office building was a rare opportunity to acquire a well located commercial property with excellent access to I-89 at a substantial discount. Redstone was able to fully lease the building within 8 months to 3 tenants.

OWNER	Catamount Randolph / Malone LLC
MANAGING PARTNER	Redstone
PROJECT VALUE	\$3.5M
PROJECT DATE	2009
PROJECT SIZE	70,000 SF



### THE CHACE MILL

1 Mill Street  
Burlington, VT

### Loft Office Spaces in Historic Woolen Mill

Redstone purchased an historic woolen mill on the banks of the Winooski River in Burlington. The structure has been converted to mixed commercial use over the years. Planned improvements include energy efficiency upgrades, exterior modifications to improve the front facade of the building, roof repairs, improved common areas and more.

OWNER	Catamount Holding Company
MANAGING PARTNER	Redstone
PROJECT VALUE	\$4M
PROJECT DATE	2009
PROJECT SIZE	90,000 SF



### 110 WEST CANAL

110 West Canal Street  
Winooski, VT

### Rehabilitation of Historic Mill

Historic rehabilitation of a 30,000 SF mill building in Winooski, VT. The project utilized New Market Tax Credit Financing and State and Federal tax credit. The project was 90% leased within 3 months of completion.

OWNER	Infill Winooski, II
MANAGING PARTNER	Redstone
PROJECT VALUE	\$4M
PROJECT DATE	2009
PROJECT SIZE	34,000 SF





**THE HINDS LOFTS**  
St. Paul Street  
Burlington, VT

### Modern & Efficient City Condominiums

The Hinds Lofts, located in downtown Burlington was completely renovated into 15 one, two and three bedroom loft condominiums ranging in size from 710 SF to 2,400 SF.

OWNER	Catamount Howard II
MANAGING PARTNER	Redstone
PROJECT VALUE	\$5.9M
PROJECT DATE	2008
PROJECT SIZE	15 Residential Condominiums



**THE LYMAN HOUSE**  
South Winooski Avenue  
Burlington, VT

### Historic Hill Section Townhouses

The renovation of an historic building with three spacious townhouse-style apartments each with 2-3 bedrooms. Redstone completed improvements including a new electrical system, insulation, new driveway, kitchen and bathroom upgrades, and fresh paint throughout.

OWNER	Catamount Maple
MANAGING PARTNER	Redstone
PROJECT VALUE	\$560,000
PROJECT DATE	2008
PROJECT SIZE	4,100 SF, 3 Residential Apartments



### MARBLE WORKS RESIDENCES Middlebury, VT

#### Contemporary Condominiums in Historic District

Marble Works Residences - spacious one, two, and three bedroom homes ranging in size from 950 to 2,550 square feet in Middlebury. The architectural firm of Lemay + Youkel designed a contemporary four-story building to house the 30 energy-efficient and elegant residences.

OWNER	Catamount Middlebury, LLC
MANAGING PARTNER	Redstone
PROJECT VALUE	\$12M
PROJECT DATE	2006
PROJECT SIZE	30 Residential Condominiums



### FORMER SPECIALTY FILAMENTS Pine Street Burlington, VT

#### LEED Certified Multi-tenant Building

Redstone purchased a 101,840 SF building and 5.59 acres of land from Specialty Filaments Inc. Redstone redeveloped the site into a LEED Certified multi-tenant building with commercial/office & warehouse spaces sold to Dealer.com and Lake Champlain Chocolates.

OWNER	Catamount Holding Company, II
MANAGING PARTNER	Redstone
PROJECT VALUE	\$5M
PROJECT DATE	2006
PROJECT SIZE	101,840 SF & 5.59 Acres

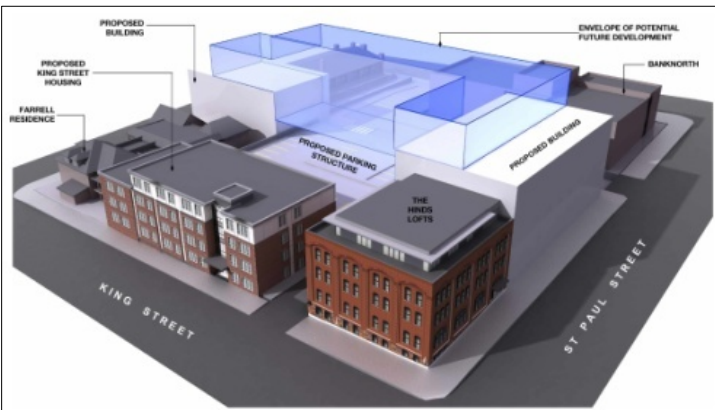


**SHELBURNE INN**  
Shelburne Road  
Shelburne, VT

### Restored Historic Village Inn

The Shelburne Inn is listed on the National Register of Historic Places and is touted as the oldest building in the Shelburne Village Historic District. The project consists of the restoration of the Inn building for a restaurant, retail and office space. The rear motel structure will be redeveloped into residential townhomes.

OWNER	Catamount / HSI / Shelburne, LLC
MANAGING PARTNER	Redstone
PROJECT VALUE	\$3.8M
PROJECT DATE	2005
PROJECT SIZE	8,000 SF historic building, + 20,000 SF motel



**BANK NORTH BLOCK**  
Burlington, VT

### Mixed Use Redevelopment

The development partners are pursuing a mixed use redevelopment into an exciting housing and workplace community. The first two phases of project are complete, and final phases of the project are in the conceptual stage.

OWNER	Catamount Howard, LLC
MANAGING PARTNER	Redstone
PROJECT VALUE	\$45M
PROJECT DATE	2005
PROJECT SIZE	2.3 Acres





**THE HALL BLOCK**  
210 College Street  
Burlington, VT

### Historic Downtown Office Building

The project consists of a historical renovation a five story, Class A, multi-tenant office and retail building in downtown Burlington. Work included new electrical and mechanical systems, new elevator control package, elevator cab renovation, fire alarm, windows, masonry repair and restoration of the skin to original elevations.

OWNER	Catamount College, LLC
MANAGING PARTNER	Redstone
PROJECT VALUE	\$3.7M
PROJECT DATE	2001
PROJECT SIZE	19,600 SF



**SHELBURNE COMMONS**  
Shelburne Road  
Shelburne, VT

### Village Retail Center

The Shelburne Commons project was the redevelopment of a poorly performing retail center. Hazardous waste clean-up efforts were planned and permitted with a fast execution. Substantial property improvements were made to address deferred maintenance issues and improve the aesthetics of the property.

OWNER	Catamount Shelburne, LLC
MANAGING PARTNER	Redstone
PROJECT VALUE	\$4.4M
PROJECT DATE	1997
PROJECT SIZE	45,000 SF